

Increasing Constituent Participation in E-Government

I D E A S T O E N E R G I Z E Y O U R B U S I N E S SSM

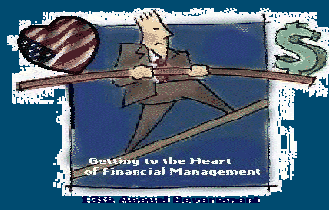
BANK ONE[®]



Presented by Patricia A. O'Donnell

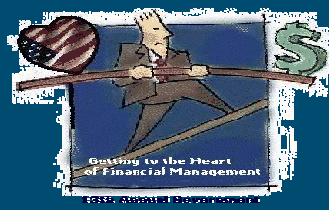
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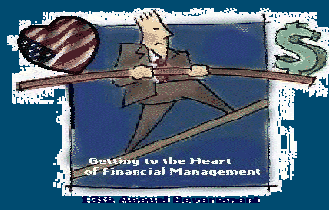
What will we discuss?

- The Case for Multi-Channel Service Integration and Delivery
- Prioritizing E-Government Initiatives
- The Current State of Government Service Delivery
- Evaluating Your Agency's Capabilities
- Evaluating Potential Delivery Systems
- Framework for Decisions and Planning
- Putting Multi-Channel Theory into Practice
- Preparing for Implementation
- Summary



Multi-Channel Service Integration

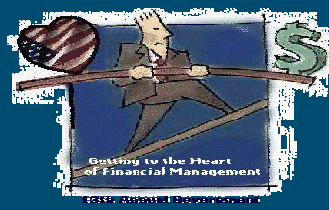
Benefits	Obstacles	Management Challenges
<p>Increase constituent participation</p> <p>Lower your agency's risk</p> <p>Demonstrate performance based results</p>	<p>Changes needed in people, process and technology</p> <p>Changes in how your agency departments collaborate</p> <p>Compliance with regulations and statutes</p> <p>Should the endeavor be done "in house" or outsourced?</p>	<p>Loss of intellectual resources</p> <p>Political considerations</p> <p>Budget issues</p> <p>Legislative mandates</p>



Prioritizing E-Government Initiatives

- What fundamental service does your agency provide?
- What do constituents view as your agency's role?
- What is important to your agency's stakeholders?
- Are you delivering on the expectations of your agency's constituents and stakeholders?
- What impact will the proposed system have on these factors?
- How are your agency's current systems and resources performing?

Current State of Government Service Delivery



Constituents

Disparate levels of comfort with technology and accessibility options -- multiple methods of access a plus

Creation of consistent experience regardless of channel access by constituent

Improve ease of use and navigation alternatives

Businesses

Reduce time spent interacting with government at expense of revenue producing activities

Every hour businesses spend dealing with government adversely impacts the bottom line

Government Employees

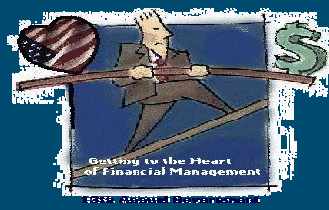
Lack of integration today makes it difficult to serve constituents

Their *own* benefit and training information is not easily available and access is not always consistent

Challenge -- Constituents are asked for same information time and again = frustration and a "glut" of duplicate information stored

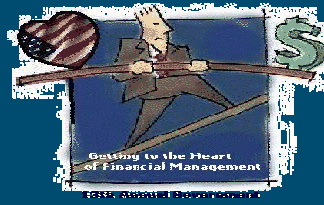
Solution -- Consider a bi-directional data flow -- authenticate a user

- Present user with previously stored standard information and validate accuracy
- Benefits: shorten transaction time, improve data integrity and personalize the user experience



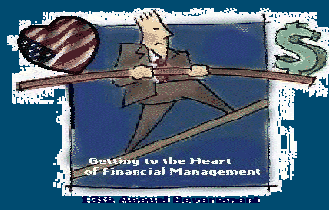
Evaluating Your Agency's Capabilities

- What is your agency's current environment, in terms of people, processes and technology?
- What should your agency know about your constituents and employees?
- Do your agency's processes support your agency's mission?
 - What should you know about your agency?
 - How is your agency's service delivery in terms of performance and quality?
 - Are you marketing to your constituents and employees?
 - How should you map your agency's current technological processes and why is it important?



Current Environment

Key Elements	People	Processes	Technology
Subcategories	Constituents (Customers) Employees	Organization Performance Quality Marketing	Applications Enterprise Technology Reporting



People

Constituents

Who are your customers/clients?

How do they want to access services?

What is the growth rate of your customer base and service utilization?

How would your customers rate their experience in doing business with you today?

Employees

What is age demographic profile of critical skills?

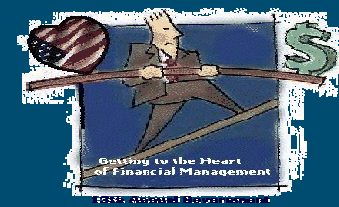
How comfortable are employees with various forms of technology?

Do employees have a customer-focused work philosophy?

Does agency culture encourage improvement and empowerment?

How do employees react to change?

What skills sets currently exist in agency?



Processes

Organization

How is your organization structured?

Are multiple organizations within the agency servicing the same customer?

Do customers know which organization they need to deal with for particular services?

What are resource demands from each organization (staff/funding) and how are the resources being used?

Is there any redundancy of efforts in business projects?

How has budget authority within the organization?

Performance

What are the financial and performance measures for agency management?

How does the agency measure the customer experience?

Is subjective performance information captured from customers?

How is security and privacy being addressed?

Is the current process based on regulations or current practice (that is the way we've always done it)?

How do these policies affect service delivery performance?

Quality

What are quality measures for agency information and service delivery to customers?

How is quality measured and who measures it?

How is the staff trained to perform quality measurement?

Is quality an important element when the agency measures the customer experience?

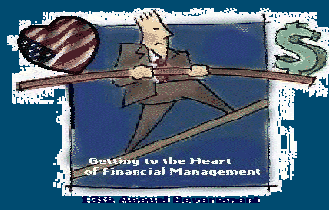
Are continuous improvement processes in place to incorporate information learned from customers as well as metrics?

Marketing

Does your agency have a continuum of education and marketing campaigns that address various services offered to customers as well as metrics associated with each?

How will your agency measure effectiveness of marketing?

Is marketing currently considered/planned as a critical success factor in new customer facing initiatives?



Technology

- Who is the target audience for your agency programs and services?
- If multiple audiences, a different outreach strategy must be created for each constituent segment
- Map current and future processes -- typically “fulfill” will not change, but the other stages should be very different

E F T S

Four Stages of Constituent Interaction

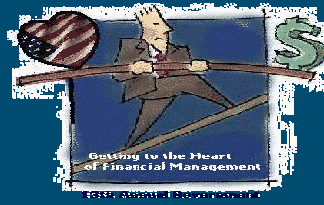
Engage - Make constituent aware of service offerings

Transact - Constituent completes form and authorizes electronic channel

Fulfill - Government processes tax return

Service - Electronic reminders sent, informational messages sent, cross references programs from other agencies

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Evaluating Potential Delivery Systems

Gap Analysis

Typically, the most obvious gaps revolve around:

- Accessibility
- Data Integrity
- Responsiveness
- Ease of Use

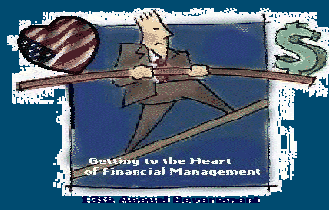
Channel Analysis

How might new channel offerings be explored?

- Target segment
- Channel target
- Channel/mission match
- Technical/business issues

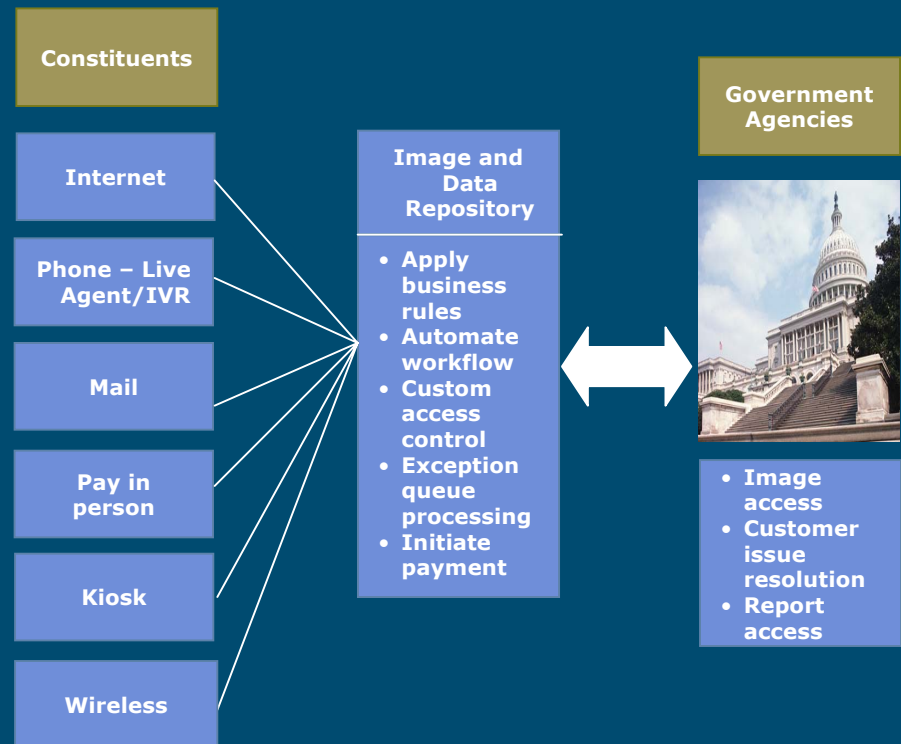
What is the most effective combination of channels?

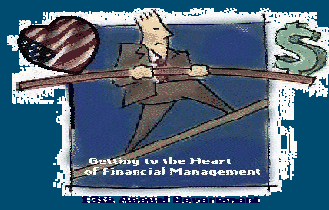
- Internet
- Phone (Live Agent and/or IVR)
- Mail
- In Person
- Kiosk
- Wireless



Channel Integration

- Each channel can stand alone, but . . . they should work in concert as part of an integrated system
- While great similarities exist in application and business rules, the way each application is presented is different
- By maximizing business rules across applications, 80% reusability can be achieved
- Lesser degree of error
- Faster time to market
- Consistency across business rules
- Business case becomes more compelling





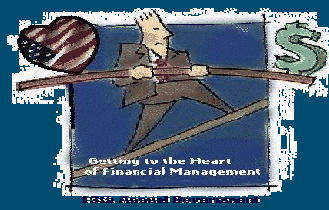
Framework for Decisions and Planning

- Business drivers affecting agencies
 - Risk -- Lowering/avoiding agency risk (political/legislative)
 - Data integrity -- Improving accuracy and quality of constituent information
 - Legislative guidelines and mandates -- Improving service, lowering costs
 - Planning -- Preparing for new technologies, addressing loss of knowledge base (retirement/attrition)
 - Integration -- Need to share data with other departments and/or agencies
- Framework to develop priorities and determine investments
 - Categorize projects and investments (portfolio management)
 - Develop business case and prepare ROI
 - Evaluate risk management strategy
 - Prioritize and select improvement initiatives

Putting Multi-Channel Theory Into Practice



Projects and Investments	Business Drivers	Risk Management and Strategies		Prioritization
<p>CORE – Needed to keep mission critical systems running</p> <p>NON-DISCRETIONARY – Needed to support growth from within and sustain current service levels</p> <p>DISCRETIONARY – Needed to support non-mandated programs</p> <p>INVESTMENT – Needed to support economic growth</p> <p>VENTURE – Targeting major transitions or innovations</p>	<p>Key factors for critical component options:</p> <p>Technical alternatives</p> <p>Investment considerations</p> <p>Acquisition strategy analysis</p> <p>Risk management analysis</p> <p>ROI cost/benefit analysis:</p> <p>Benefit Cost</p> <p>Net Present Value</p> <p>Cost Effectiveness</p> <p>Portfolio</p>	<p>Risk mitigation strategy developed to address potential key risks:</p> <p>Failure of initiative</p> <p>Human capital (resources, skills and expertise)</p> <p>Size of investment</p> <p>Cost</p> <p>Organizational ability to successfully manage change</p> <p>Schedule and longevity</p> <p>Technical obsolescence of current system and proposed solution</p>	<p>RISK TRANSFER – Transfer risk to contractor or some third party</p> <p>RISK AVOIDANCE – Risk may be so great that solution is not considered</p> <p>RISK REDUCTION – Minimize likelihood that risk will occur</p> <p>RISK ASSUMPTION – Probability of risk is small or potential damage is minimal</p> <p>RISK SHARING – Between an agency and contractor is appropriate</p>	<p>Determine the impact of proposed service improvement initiatives within your and on other agencies</p> <p>Can a positive ROI be demonstrated?</p> <p>How impactful is the improvement?</p> <p>Will there be any unintended consequences?</p> <p>Will the initiative provide a revolutionary improvement or an incremental one?</p> <p>What is the ultimate impact on the organization?</p>



Preparing for Implementation

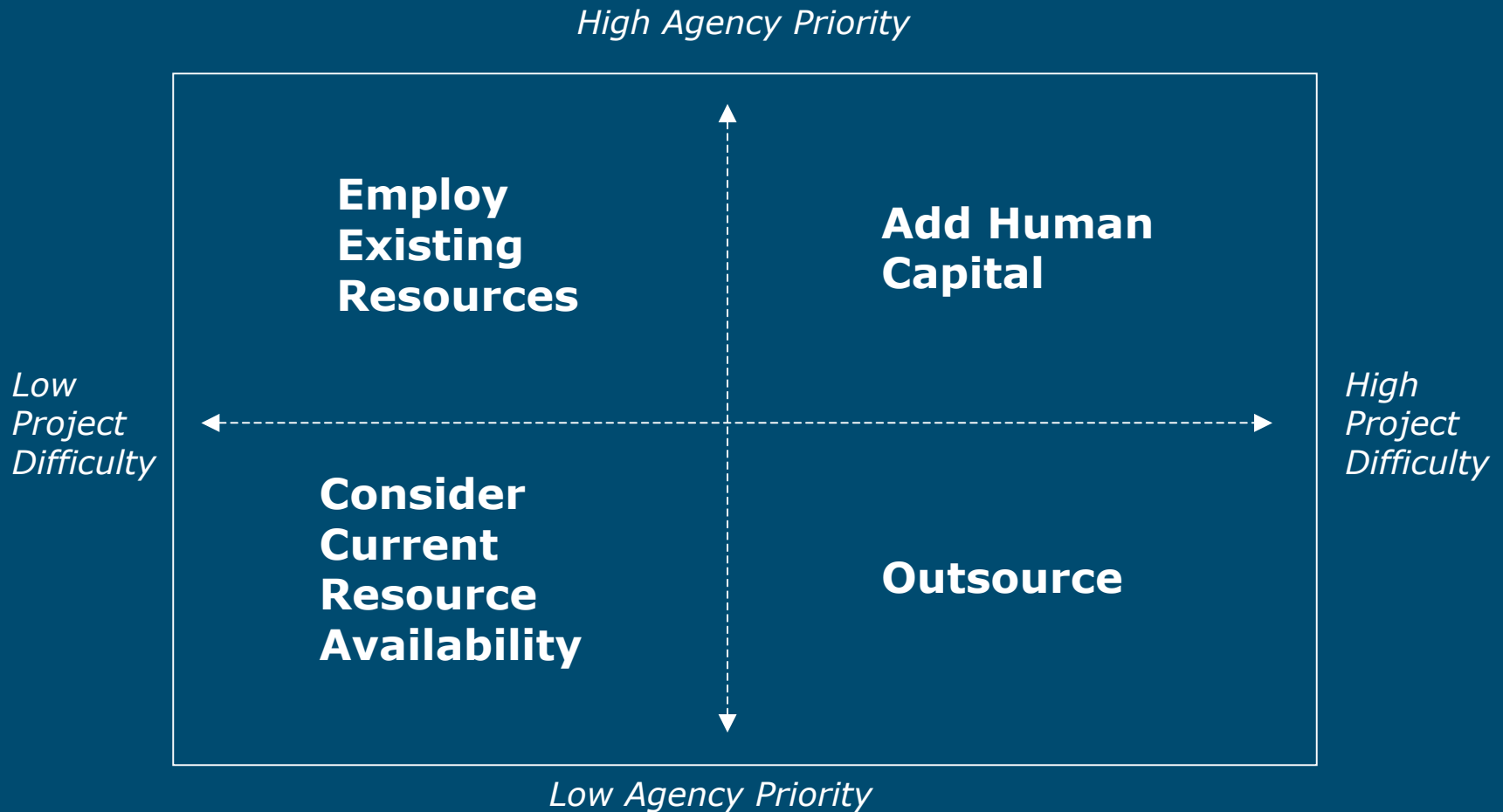
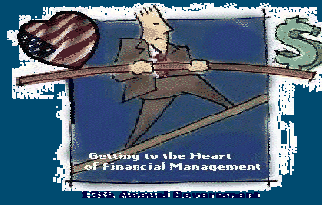
- Best Practices
- Contracting Strategies
- Key Performance Indicators



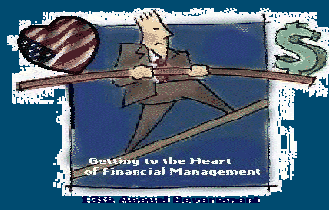
Best Practices

Focus	Project Needs
People	<p>Ensure talent and skills are available</p> <p>Focus on changing culture to accept improvement efforts and reinforce more customer-focused behaviors</p>
Processes	<p>Tie improvements to agency and business goals</p> <p>Plan to emphasize improvements important to the organization and key stakeholders</p> <p>Justify improvements by demonstrating value through strategically aligned scorecard metrics</p> <p>Ensure processes in place to facilitate ease of achieving business goals for employees and customers</p>
Technology	<p>Recognize major barriers to change, including political, psychological and technical</p> <p>Use business case ROI to overcome dissonance</p>

Contracting Strategies -- Framework for Outsourcing Decisions*

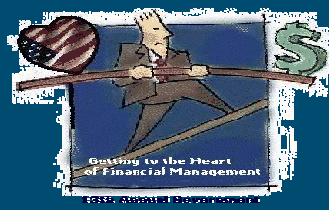


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Key Performance Indicators

- Examples of Key Performance Indicators an agency might consider include:
 - 80% reduction in processing time
 - 60% reduction in errors
 - 100% elimination of payroll-related overtime
- Align with program goals and executive requirements
- Set milestones and regularly evaluate agency's attainment of these milestones
- Agency can manage initiative proactively



Summary

- Build sophisticated business cases for new initiatives including:
 - Diagnostic scan of agency and current processes, focusing on people, process and technology
 - Analyze all potential delivery systems, including gap and channel analyses as well as consideration of how channels could integrate
 - Detailed planning process that categorizes project by desired results, current drivers and risk
 - Implementation plan that makes outsourcing determinations and sets metrics for success
- Provide alternative user channels of access which are well integrated -- increase constituent participation in e-government